

From: Raymond Walsh
Sent: Friday, 1 February 2019 1:28 PM
To: Yasmin Smith
Subject: Counselling Letter

Hi Yasmin,

Please find attached a counselling letter which also outlines a response to your email from yesterday.

If you have any questions, please let me know.

Thanks
Ray

Kind Regards,

Raymond Walsh
Recruitment Team Leader

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Attached counselling letter:

1 February 2019
Yasmin Smith
DELIVERED BY EMAIL

Dear Yasmin,

We met yesterday, to discuss your responses in the meeting held on Wednesday 30 January 2019 in regards to your performance in your role over the past two and a half weeks.

Below are the details that we talked through in our meetings and your response to each:

1. The KPI's set out in the recruitment schedule ensure the effectiveness of the recruitment function and ensure that the requirements of the call centre are met at each Final Assessment. These KPI's have not been met in the past two and a half weeks which has resulted in allocations required in the call centre not being filled.
2. KPI – To book in three candidates for Group Interview per screening hour. For the past two weeks (WE 11.01.19 & WE 18.01.19) your results were 56% and 45% of target respectively. This is based on the actually hours you spent screening these weeks.
3. KPI – Achieve a 65% attendance rate to each Group Interview. Since the 10 January until the 24 January you have run 8 Group Interviews and only 25% of these have reached or exceeded the attendance target.
4. KPI – Achieve a 60% success rate at Final Assessment. Since the 11 January you have run three Final Assessment's and two of these resulted in no hires.
5. KPI – Twelve candidates are to be invited to each Group Interview (based on the hiring need of 2+ people per week). Since the 10 of January you have run 8 Group Interviews and only 25% of these have been filled to the capacity required.

Your response to this was that you weren't sure where those figures came from and you were unable to update the spread sheet that tracks these statistics as you had lost time. You believe that based on the figures you had entered you were either on or above target. You felt that you have been booking in as many people as you could and you said that candidates did well in their first interview, but not in Final Assessment.

After consideration my feedback was that the figures were based on the recruitment structure spread sheet hours. On week ending 11 January, no other activities took place on the first two days of work other than screening to organize two Group Interviews for Thursday 10 January. We had more screening time than normal as well as ad response however; this resulted in 0 hires on Friday 11 January & Tuesday 22 January. When we have 0 hires at a Final Assessment, this frees up time in the schedule the following week as we do not need to reference check candidates, conduct orientation with new starters, run noble training sessions or completed new starter administration, debriefs and noble refreshers. As

this has occurred 2 out of 4 occasions, the schedule was freed up to do a lot more screening. However there has been a decline in the number of candidates being booked for Group Interview's (only 25% booked to capacity) which has had a knock-on effect on the amount of people invited to Final Assessment & the success rate at Final Assessment.

In relation to your response that candidates do well in the Group Interview and Final Assessment, I believe that this could be due to choosing the wrong candidates at initial interview & progressing them to Final Assessment.

2. In order to meet our KPI's set out in the recruitment schedule we have to follow the schedule & all activities in it are to be undertaken on the set day. Over the last couple of weeks some activities have been missed or have run over time. In particular:

1. Debriefs have not taken place with any of the callers hired before the Christmas break; these should have happened during the first week back.
2. Noble Refreshers have not taken place with any of the callers hired before the Christmas break; these should have happened during the first week back.
3. No new adverts have been written since we returned from the Christmas break.
4. A majority of Group Interviews that have taken place are half full but are still taking the same time to complete as a Group Interview at full capacity.

Your response to this was that you were still getting used to the recruitment schedule and there was some confusion about whether to follow Option One or Option Two. You realise that you should have been completing debriefs but for a majority of task you are still using the manual and they are taking longer than expected. You also didn't realise that you had to write fresh adverts every week.

After consideration my feedback was that Options One and Two on the recruitment schedule have the same activities. The only difference between the two is that the Group Interview's on one version happen twice a day and one a day in the other. This is there to provide flexibility in terms when we run Group Interview's however Options One and Two both include the same activities and amount of activities, they just happen at different times. With this in mind, your response that you "realise you should have been doing debriefs" is not satisfactory as you've not provided a sufficient explanation as to why this hasn't been done even though the same amount of time is given for this activity in Option One and Two of the recruitment schedule. You've also failed to follow procedure when it has come to writing advertisements for call centre vacancies & you have not provided an explanation as to why you have not been doing this. Fresh advertisements need to be written as per the recruitment schedule.

3. It is important that when we plan activities that they happen when scheduled and if they don't, we need to let each other know so that someone else can cover that activity so that we are still able to meet expected outcomes.

As you are being remotely managed, it is vital that you have the ability to manage up and communicate well. I need to know what areas you are struggling with or what expectations we are failing to meet so that we can plan how to resolve these and meet the expected KPI's. For example, if screening isn't going well, Group Interview turnouts do not meet

expectation or Final Assessment quality is below the required standard you need to ask for advice or brain storm and discuss so that we don't continue having the same issues such as running out of screening time and candidates or not having a back up plan if Final Assessment results in not enough hireable candidates.

Your response to this was that you do attempt to call me 3-4 times per day but I don't pick up the phone and you said it takes too much time to write and send an email as you are busy with other tasks. You felt that I needed to tell you where to improve and it is hard to communicate when you can't get hold of me. You feel that you put a lot of effort in and you didn't charge 2evolve for an extra half hour of work you did recently.

After consideration my feedback was that we spend a lot of time away from our desks so we are not always available by phone. Your response that you are too busy to send emails is not acceptable. Without good communication either via phone or email shared activities and workload may be missed. Moving forward you will be required to take the time to communicate more effectively so that our team does not miss opportunities to assist each other when required. If this means starting a scheduled activity five minutes later so you can update me on your workload so be it, as it will be more beneficial for the team in the long run.

As a result of your feedback and performance we have decided to place you on Performance Counselling for the next week, from Friday 1 to Friday 8 February 2019. In this counselling period I will be giving you additional support and completing the following training with you:

1. Barge (listen in on) some of your screening calls and give you feedback on candidates that you are screening and booking into Group Interview.
2. Barge (listen in on) some of your role plays that you conduct at Group Interview's to assess the quality of candidates being selected for Final Assessment.
3. Review the adverts that you write going forward and provide you with feedback.
4. Assist you with putting together a daily plan to ensure our schedule and priorities are in line.

During this counselling period you will be required to meet the following KPI's which are part of the normal recruitment schedule:

- 60% success rate at Final Assessment
- 50% success rate at Group Interview
- 65% attendance rate to at Group Interview
- Minimum of 12 candidates booked per Group Interview
- Three candidates book in for a Group Interview per hour of screening
- For every new hire you need a hit rate of four people to attend Group Interview, two people to attend Final Assessment and person hired.
- One new advertisement is to be written when scheduled as per the recruitment schedule.
- All activities in the recruitment schedule are to be completed.

We will be meeting on Tuesday 12 February 2019 at 10.30am to review the counselling period. If you are unable to achieve these KPI's during this period as you are in your Trial Period dismissal from your role may be an outcome.

In your email to us of 31 January 2019 you have requested a written report. This letter summarises the matters we discussed with you, your responses and the outcome.

You have copies of our emails.

Please indicate your understanding of the reasons for undergoing counselling & the receipt of this letter by signing and returning one copy to myself, by 5.00pm Friday 1 February 2019.

Yours Sincerely,
Raymond Walsh
Recruitment Team Leader
2evolve Limited

I acknowledge receipt of this letter & understand the contents of it.

Signed: _____

Print Name: _____

Date: _____